

## Standard 5.3: Develop and implement a health department organizational strategic plan.

Strategic planning is a process for defining and determining an organization's roles, priorities, and direction over three to five years. A strategic plan sets forth what an organization plans to achieve, how it will achieve it, and how it will know if it has achieved it. The strategic plan provides a guide for making decisions on allocating resources and on taking action to pursue strategies and priorities. A health department's strategic plan focuses on the entire health department. Health department programs may have program-specific strategic plans that complement and support the health department's organizational strategic plan; this standard addresses the health department's organizational strategic plan.

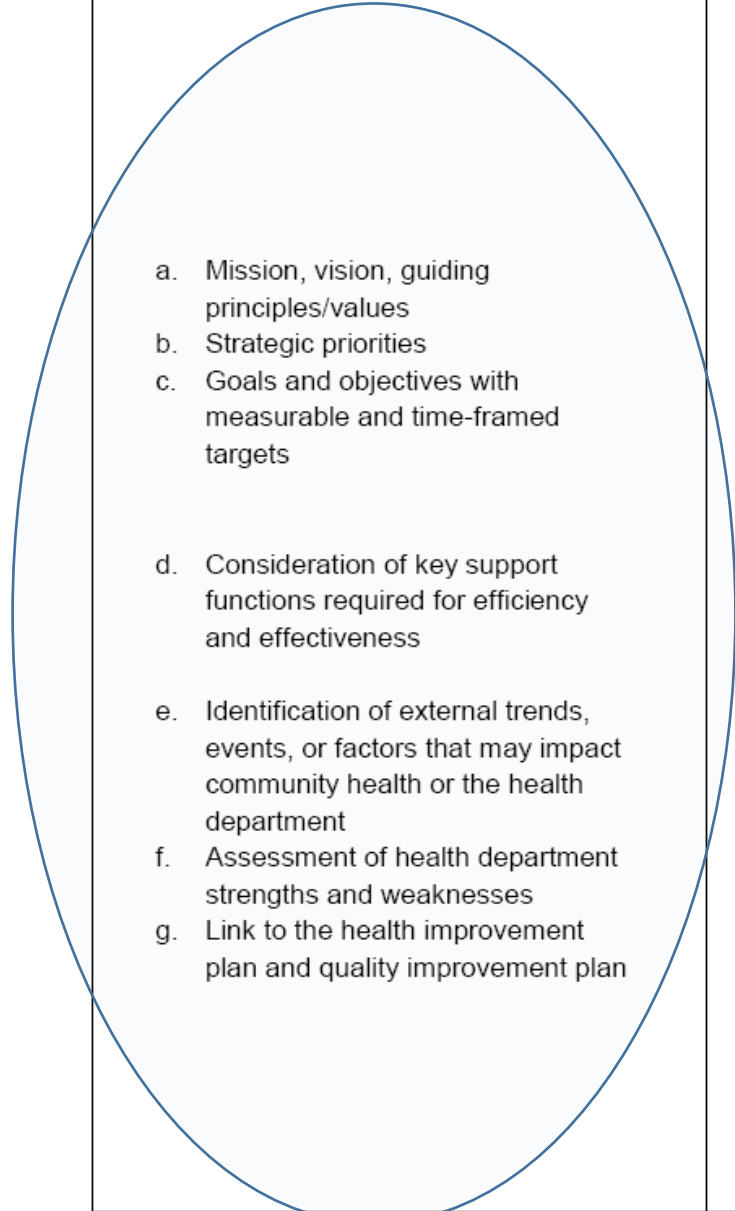
Measure 5.3.1 A	Purpose	Significance
Department strategic planning process	<u>The purpose of this measure is to assess the health department's strategic planning process.</u>	A functional and useful organizational strategic plan requires that it be understood by staff and implemented by the health department. The development of such a plan requires a planning process that considers opinions and knowledge from across the health department, assesses the larger environment in which the health department operates, uses its organizational strengths and addresses its weaknesses, links to the health improvement plan that has been adopted by the community, and links to the health department's quality improvement plan.

Required Documentation	Guidance	Number of Examples	Dated Within
1. Use a planning process to develop the organization's strategic plan:	<p>1. The health department must document the process that it used to develop its organizational strategic plan. The planning process may have been facilitated by staff of the health department or by an outside consultant.</p> <p>If the health department is part of a super health agency or umbrella agency (see PHAB Acronyms and Glossary of Terms), the health department's process may have</p>	1 Strategic Planning process	5 years



		<p>achieve as an organization, how it will achieve it, and how it will know if it has achieved it.</p> <p>The strategic plan provides a guide for making decisions and allocating resources to pursue its strategies and priorities.</p>
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Required Documentation	Guidance	Number of Examples	Dated Within
1. Health department strategic plan that includes:	<p>1. The health department must provide a strategic plan. If the health department is part of a super health agency or umbrella agency (see PHAB Acronyms and Glossary of Terms), the health department's strategic plan may be part of a larger organizational plan. If that is the case, the plan must include a section that addresses the health department and includes the required elements of the plan specific to the health department. Submitted documentation should include only the section(s) of the larger plan that addresses the health department and not the entire plan. If the plan of the super health agency or umbrella agency does not include the required elements for the health department, then the health department must document that it has conducted an internal health department planning process and adopted a health department specific strategic plan.</p> <p>Some health departments may have shorter planning timeframes and, for example, may produce a strategic plan every three years. Some of the goals in the plan may be for a longer time period than five years, but the plan must have been produced or revised within the last five years.</p>	1 strategic plan	5 years

 <ul style="list-style-type: none"> <li>a. Mission, vision, guiding principles/values</li> <li>b. Strategic priorities</li> <li>c. Goals and objectives with measurable and time-framed targets</li> <li>d. Consideration of key support functions required for efficiency and effectiveness</li> <li>e. Identification of external trends, events, or factors that may impact community health or the health department</li> <li>f. Assessment of health department strengths and weaknesses</li> <li>g. Link to the health improvement plan and quality improvement plan</li> </ul>	<p>There is no required or suggested format for the strategic plan. There is no required or suggested length of the strategic plan.</p> <p>The health department may call the plan something other than a “strategic plan,” but it must include the items listed in a through g.</p> <p>The strategic plan must include all of the following:</p> <ul style="list-style-type: none"> <li>a. The health department’s mission, vision, and guiding principles/values for the health department.</li> <li>b. The health department’s strategic priorities.</li> <li>c. The health department’s goals and objectives with measurable and time-framed targets (expected products or results). Measurable and time-framed targets may be contained in another document, such as an annual work plan. If this is the case, the companion document must be provided with the strategic plan for this measure.</li> <li>d. The strategic plan must consider capacity for and enhancement of information management, workforce development, communication (including branding), and financial sustainability.</li> <li>e. The identification of external trends, events, or other factors that may impact community health or the health department.</li> <li>f. The analysis of the department’s strengths and challenges.</li> <li>g. Linkages with the health improvement plan and the health department’s quality improvement plan. The strategic plan need not link to all elements of the health improvement plan or quality improvement plan, but it must show where linkages are appropriate for effective planning and implementation.</li> </ul>		
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Measure 5.3.3 A	Purpose	Significance
Implemented department strategic plan	The purpose of this measure is to assess the health department's implementation of its strategic plan.	A plan is useful only when it is implemented and provides guidance for priorities, activities, and resource allocation. A strategic plan sets forth what the department plans to achieve as an organization, how it will achieve it, and how it will know if it has achieved it. It is important to regularly review the implementation of the plan to ensure that the department is on track to meet its targets.

Required Documentation	Guidance	Number of Examples	Dated Within
1. <u>Progress towards achievement of the goals and objectives contained in the plan</u>	<p>1. The health department must provide reports developed since the plan's adoption showing that it has reviewed the strategic plan and has monitored and assessed progress towards reaching the goals and objectives.</p> <p>The reports must include how the targets are monitored. Progress is evidenced by completing defined steps to reach a target, by completing objectives, or by addressing priorities and implementing activities. Reports must be completed no less frequently than annually. The plan may be revised based on work completed, adjustments to timelines, or changes in available resources.</p> <p>If the plan has been adopted within the year, progress reports of a previous plan may be provided or detailed evaluation plans may be submitted.</p>	2 reports	1 report dated within 14 months; second report may be older.